Master of Business / Master of Business Administration (BS24)

Year offered: 2011
Admissions: Yes
CRICOS code: 069779A
Course duration (full-time): Two years (4 semesters)
Course duration (part-time): Three years (6 semesters)
Domestic Fees (indicative): 2011: full tuition fee $9,750 to $12,250 (indicative) per semester
International Fees (indicative): 2011: $11,750 to $17,875 (indicative) per semester
Domestic Entry: February and July
International Entry: February and July
Total credit points: 192
Course coordinator: Dr Vicky Browning (MBA); Discipline coordinators for MBus: Associate Professor Stuart Tooley (Accounting); Dr William Wild (Applied Finance); Dr Robert Thompson (Human Resource Management); Mr Bill Proud (International Business); Mr Bill Proud (Integrated Marketing Communication, Marketing, Public Relations) and Prof Myles McGregor-Lowndes (Philanthropy and Nonprofit Studies)

Why choose this course?
Through the double degree you will gain exposure to general management knowledge and skills, as well as expertise in the specialist business discipline of your choice.

Overview
We've identified the need for today's business professionals to have both broad management skills as well as expertise in specialist fields.

The dual program will provide you with the knowledge and skills across a broad range of business areas. You will attain a higher level of strategic thinking and enhance your abilities as a manager, helping you to become a leader within your organisation.

You will also acquire specific knowledge and applied skills in the specialist business discipline of your choice, preparing you for continued career advancement.

See individual Master of Business and MBA course listings for more details on studying with QUT and the Graduate School of Business.

Course design
Students are required to complete 192 credit points of units (96 credit points from the Master of Business (Study Area A) (BS16) and 96 credit point from Master of Business Administration (GS75). Please refer to the course structures for information on specific unit requirements.

Professional recognition
Certain units offered in the Master of Business (Accounting)/Master of Business Administration may assist with preparation for the professional programs offered by CPA Australia; the Institute of Chartered Accountants in Australia; the National Institute of Accountants as part of their respective membership requirements; and for the Chartered Financial Analysts program.

Graduates completing the Master of Business (Professional Accounting)/Master of Business Administration meet the academic component of requirements for associate membership of CPA Australia, the Institute of Chartered Accountants in Australia, and enrolment in their respective professional programs.

Graduates completing the Master of Business (Applied Finance)/Master of Business Administration may meet the academic component of requirements for Senior Associate membership of the Financial Services Institute of Australia, and maybe entitled to full ASIC RG146 Tier 1 accreditation to provide financial product advice. Graduates may also meet the academic component of the requirements for the professional level membership of the Finance and Treasury Association Limited-Certified Finance and Treasury Professional, depending on prior study and elective chosen.

Entry requirements (domestic and international)
Prospective students must meet the MBA entry requirements. To be considered for admission, applicants must:

- demonstrate proficiency in the English language
- hold a bachelor degree in any field from a recognised university with a minimum Grade Point Average (GPA) of 4.5 on QUT's 7-point scale
- have a Graduate Management Admission Test (GMAT) score of a least 550
- have a minimum three years full-time equivalent relevant managerial or professional work experience post degree
- provide two referee reports.

English language requirements
In addition to the above academic entry requirements, standard English language requirements apply. See the details for 'all degrees' at: http://www.qut.edu.au/study/applying/english-language-requirements.jsp
Early Exit
Students seeking to exit early from BS24 may be eligible for one or more of the following awards, subject to the relevant course requirements being satisfied. Students may exit with no more than one award from the MBA program and no more than one award from the Master of Business program.

Pathways
BS24 may be a pathway of study into BS25 Doctor of Business Administration.

The following courses which offers early exist options are:

- BS39 Graduate Certificate in Business (Study Area A);
- GS87 Graduate Certificate in Business Administration;
- BS79 Graduate Diploma in Business (Study Area A);
- GS41 Graduate Diploma in Business Administration;
- BS16 Master of Business (Study Area A);
- GS75 Master of Business Administration.

Further information
Students must contact Graduate School of Business in relation to course progression and enrolment advice.

Contact Katherine Sarah-Jane Barker on 3138 85287 or sarahjane.barker@qut.edu.au for information on the following Majors:

- Accounting
- Applied Finance
- Professional Accounting
- Philanthropy and Non-profit Studies.

Contact Narelle Prior on 3138 6701 or email n.prior@qut.edu.au for information on the following Majors:

- Human Resource Management
- International Business
- Integrated Marketing Communication
- Management
- Marketing
- Public Relations
- Strategic Advertising.

Abbreviation
MBus(SAA)/MBA

Course Structure - MBA/Master of Business (Philanthropy and Nonprofit Studies)

Master of Business - Philanthropy and Nonprofit Studies

GSN481 Philanthropic and Nonprofit Frameworks of Governance
GSN483 Ethics for Philanthropic and Nonprofit Organisations
GSN484 Management for Philanthropic and Nonprofit Organisations
GSN485 Legal Issues for Philanthropic and Nonprofit Organisations
GSN486 Accounting and Finance Issues for Philanthropic & Nonprofit Organisations
GSN487 Introduction to Social Enterprise
GSN488 Fundraising Development Principles
GSN489 Fundraising Development Techniques
GSN554 Social Innovation and Entrepreneurship
GSN555 Developing Social Ventures
GSN556 Contemporary Issues in Philanthropy
GSN557 Creative Philanthropy

24 credit points from Business Unit Options List
The remaining 96 credit points of the BS24 are taken from the MBA program.

MBA
GSN401 Managing in the Global Business Environment
GSN403 Understanding Data
GSN404 Financial Statements Analysis
GSN405 Strategic Management
GSN406 Human Resource Management Issues
GSN407 Business Communication
GSN408 Fundamentals of Marketing Management
GSN409 Organisational Behaviour 1
GSN410 Entrepreneurship
GSN412 Business Law 1
GSN413 Financial Management 1
GSN415 Understanding Leadership
GSN416 Business Plans 1
GSN490 Managing Technological Innovation
GSN491 Economics in Business 1
GSN473 Corporate Governance and Accountability

Course Structure - MBA/Master of Business (Professional Accounting)

Master of Business (Professional Accounting)

EFN406 Managerial Finance
Course Structure - MBA/Master of Business (Accounting)

Master of Business (Accounting)

AYN411  Audit and Assurance
AYN414  Cost and Management Accounting
AYN416  Financial Accounting 1
AYN417  Financial Accounting 2
AYN418  Financial Accounting 3
AYN438  Taxation Law and Practice
AYN443  Electronic Commerce Cycles
AYN520  Integrated Issues in Professional Practice

AYN506  Strategic Management Accounting

MBA

AYN507  Governance Issues in Accounting
AYN426  International Capital Markets Law and Regulation
GSN401  Managing in the Global Business Environment
GSN405  Strategic Management
GSN406  Human Resource Management Issues
GSN408  Fundamentals of Marketing Management
GSN409  Organisational Behaviour 1
GSN410  Entrepreneurship
GSN415  Understanding Leadership
GSN416  Business Plans 1
GSN473  Corporate Governance and Accountability
GSN490  Managing Technological Innovation

Course Structure - MBA/Master of Business (Integrated Marketing Communication)

Master of Business (Integrated Marketing Communication)

AMN401  Integrated Marketing Communication
AMN403  Marketing and Survey Research
AMN404  Readings in Integrated Marketing Communication
AMN405  Cases in Integrated Marketing Communication
AMN406  Project
AMN420  Advertising Management
AMN465  Public Relations Management

MBA

GSN401  Managing in the Global Business Environment
GSN403  Understanding Data
GSN404  Financial Statements Analysis
GSN405  Strategic Management
GSN406  Human Resource Management Issues
GSN409  Organisational Behaviour 1
GSN410  Entrepreneurship
GSN412  Business Law 1
GSN413  Financial Management 1
GSN415  Understanding Leadership
GSN416  Business Plans 1
GSN473  Corporate Governance and Accountability
GSN490  Managing Technological Innovation
GSN491  Economics in Business 1
AMN442  Marketing Management

Course Structure - MBA/Master of Business (Marketing)

Master of Business (Marketing)
AMN400  Consumer Behaviour
AMN401  Integrated Marketing Communication
AMN403  Marketing and Survey Research
AMN443  Product and Service Innovation
AMN444  Services Marketing
AMN445  Strategic Marketing Management
AMN447  Contemporary Issues in Marketing
AMN431  Marketing Internationally

MBA
GSN401  Managing in the Global Business Environment
GSN403  Understanding Data
GSN404  Financial Statements Analysis
GSN405  Strategic Management
GSN406  Human Resource Management Issues
GSN407  Business Communication
GSN408  Fundamentals of Marketing Management
GSN409  Organisational Behaviour 1
GSN410  Entrepreneurship
GSN412  Business Law 1
GSN413  Financial Management 1
GSN415  Understanding Leadership
GSN416  Business Plans 1
GSN473  Corporate Governance and Accountability
GSN490  Managing Technological Innovation
GSN491  Economics in Business 1

Course Structure - MBA/Master of Business (Strategic Advertising)

Master of Business (Strategic Advertising)
AMN403  Marketing and Survey Research
AMN420  Advertising Management
AMN421  Contemporary Issues in Advertising
AMN422  Media Strategy
AMN423  Strategies for Creative Advertising
KIP426  Advertising Creative: Copywriting and Art Direction

KIP424  Advertising Creative: Introduction
PLUS EITHER:
AMN406  Project
OR
24 credit points AMPR Option Units

MBA
GSN401  Managing in the Global Business Environment
GSN403  Understanding Data
GSN404  Financial Statements Analysis
GSN405  Strategic Management
GSN406  Human Resource Management Issues
GSN407  Business Communication
GSN408  Fundamentals of Marketing Management
GSN409  Organisational Behaviour 1
GSN410  Entrepreneurship
GSN412  Business Law 1
GSN413  Financial Management 1
GSN415  Understanding Leadership
GSN416  Business Plans 1
GSN473  Corporate Governance and Accountability
GSN490  Managing Technological Innovation
GSN491  Economics in Business 1

Course Structure - MBA/Master of Business (Public Relations)

Master of Business (Public Relations)
AMN401  Integrated Marketing Communication
AMN403  Marketing and Survey Research
AMN460  Corporate and Investor Relations
AMN461  Corporate Media Strategy and Tactics
AMN462  Community Consultation and Engagement
AMN465  Public Relations Management
AMN467  Public Relations Campaigns
AMN468  Issues and Crisis Management

MBA
GSN401  Managing in the Global Business Environment
GSN403  Understanding Data
GSN404  Financial Statements Analysis
GSN405  Strategic Management
GSN406  Human Resource Management Issues
## Course Structure - MBA/Master of Business (Applied Finance)

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<td>GSN407</td>
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## Master of Business (International Business)

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<td>Managerial Finance</td>
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<td>MGN447</td>
<td>Managing in a Globalised Economy</td>
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<td>MGN448</td>
<td>Negotiating Across Borders</td>
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<td>AMN430</td>
<td>International Logistics Management</td>
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<td>AYN424</td>
<td>International Accounting</td>
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<td>LWS075</td>
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## MBA

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## Course Structure - MBA/Master of Business (Human Resource Management)

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Students choose 96 credit points from the
UNIT SYNOPSES

AMN400 CONSUMER BEHAVIOUR
This unit provides an introduction to the area of consumer behaviour and a forum for discussion of theory and research in the field. The current state of consumer behaviour research will be reviewed and some of the emerging trends in the area are explored through several avenues of assessment. The unit provides the environment for students to conduct their own research in areas that are relevant, of interest to them and reflect the interdisciplinary nature of consumer behaviour.

Prerequisites: AMN401
Antirequisites: CON416
Equivalents: AMX400
Credit points: 12
Contact hours: 3 per week
Campus: Gardens Point and External
Teaching period: 2011 SEM-1 and 2011 SEM-2

AMN401 INTEGRATED MARKETING COMMUNICATION
Integrated marketing communication (IMC) is a new discipline that seeks synergistic effect from integrating traditional marketing communication disciplines. This unit explores the development of IMC, looking at reasons for growth, barriers to implementation and organisation issues. Students are introduced to the strategic foundations of IMC, from consumer behaviour, to marketing strategy, to IMC campaign evaluation. The disciplines of advertising, public relations, direct response and sales promotion are then explored to highlight how each contributes to IMC planning.

Prerequisites: CON416
Antirequisites: MIN419
Equivalents: AMX401
Credit points: 12
Contact hours: 3 per week
Campus: Gardens Point and External
Teaching period: 2011 SEM-1 and 2011 SEM-2

AMN403 MARKETING AND SURVEY RESEARCH
This unit provides a detailed overview of marketing research to support decision making in the areas of advertising, integrated marketing communication, marketing and public relations. The unit builds an advanced understanding of the use of survey research to support the descriptive and predictive information needs of management in such areas as consumer opinions and behaviour, and stakeholder analyses. Students will explore issues related to survey research design, questionnaire development and administration, sampling, measurement, data analysis including descriptive and multivariate statistics and presentation of research results.

Prerequisites: MIN413
Equivalents: AMX403
Credit points: 12
Contact hours: 3 per week
Campus: Gardens Point and External
Teaching period: 2011 SEM-1 and 2011 SEM-2

AMN404 READINGS IN INTEGRATED MARKETING COMMUNICATION
The unit provides participants with the opportunity to make a detailed exploration of the literature on a particular topic or problem in the area of Integrated Marketing Communication under the direction of a supervisor. The readings integrate and consolidate theory and research related to IMC and from other studies undertaken in the course. Students undertake a formal and systematic review of literature in a particular problem area of IMC related to their interests, project or thesis. Students may also explore work covered in other specialisations.

Prerequisites: AMN401
Antirequisites: CON416
Equivalents: AMX404
Credit points: 12
Contact
hours: Supervision only, Lecture in Week 1  Campus: Gardens Point  Teaching period: 2011 SEM-1, 2011 SEM-2 and 2011 SUM

AMN405 CASES IN INTEGRATED MARKETING COMMUNICATION
This unit provides students with the opportunity to explore a range of topics related to the integration of the elements of the promotional mix-advertising, personal selling, reseller support, publicity, direct marketing, and sales promotion. Through the use of intensive case study analysis and discussion, students will refine conceptual understanding and analytical skills to explore such IMC topics as brand equity and IMC, IMC approaches to promotions management, organisational issues related to structuring corporate IMC functions, environmental analysis and database marketing to inform IMC planning, and IMC strategies and the development of corporate advantage.
Prerequisites: AMN401  Equivalents: AMX405  Credit points: 12  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 SEM-1 and 2011 SEM-2

AMN406 PROJECT
In this unit, students examine in detail a theoretical or empirical problem in one of the disciplines of advertising, marketing, public relations, or integrated marketing communication. The study is based in the published journal literature of the discipline and can involve primary research and analysis. Students can develop a communication audit of an organisation or a case study related to an organisation product or issue. Project supervision will be arranged by the Unit Coordinator through consultation with the student and available staff members.
Prerequisites: 60 credit points of approved prior studies in Advertising, Marketing and Public Relations units (AMN% units)  Antirequisites: CON405  Equivalents: AMX406  Credit points: 24  Contact hours: 2-6 per week  Campus: Gardens Point  Teaching period: 2011 SEM-1, 2011 SEM-2 and 2011 SUM

AMN420 ADVERTISING MANAGEMENT
This unit empowers students to make effective management decisions within the advertising process. It examines the setting of advertising objectives, and the need for coordination of these with marketing, communication and organisational objectives. It develops a sound understanding of advertising regulations and ethics, budgeting, research and campaign coordination. It further examines management's participation in the creative, media and production processes, and the contribution of advertising management to the cohesion and creativity of the agency.
Antirequisites: CON417  Equivalents: AMX420  Credit points: 12  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 SEM-1 and 2011 SEM-2

AMN421 CONTEMPORARY ISSUES IN ADVERTISING
This unit surveys the intellectual foundations of a number of contemporary issues emerging within the advertising discipline and provides sophisticated, systematic explanations of their societal implications and consequences. It also explores how these issues are addressed by business, government and organisation.
Prerequisites: AMN420  Antirequisites: CON412  Equivalents: AMX421  Credit points: 12  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 SEM-1 and 2011 SEM-2

AMN422 MEDIA STRATEGY
One of the ultimate determinants of the effectiveness of any advertising campaign is the media strategy. This unit examines ways to improve efficiency in media planning, buying, coordination and research. It examines concepts of media decision making, market targeting through the creative use of media, and strategic planning. It explores current media campaigns and encourages the development of a more creative and integrated approach to media.
Antirequisites: CON418  Equivalents: AMX422  Credit points: 12  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 SEM-1

AMN423 STRATEGIES FOR CREATIVE ADVERTISING
This unit explores the substantive body of academic research on creative advertising. It follows the creative process, beginning with the development of creative strategy and concluding with campaign evaluation. Through cases and presentations, student examine how copywriters think, the illumination of the "big idea" and its execution across the very diverse advertising media.
Antirequisites: CON419  Equivalents: AMX423  Credit points: 12  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 SEM-2

AMN430 INTERNATIONAL LOGISTICS MANAGEMENT
This unit introduces international logistics functions and develops a strategic approach to international business transactions and integration focusing on supply chain management. The unit introduces traditional and contemporary logistics concepts and describes international logistics operations including global transport systems, inventory management, materials handling and information management. Global supply chain management cases and strategies are integrated throughout the unit.
Equivalents: AMX430, IBN410  Credit points: 12  Campus: Gardens Point  Teaching period: 2011 SEM-1 and 2011 SEM-2
AMN431 MARKETING INTERNATIONALLY
In this unit students are exposed to the theoretical and planning aspects of marketing internationally. Through an applied approach, theoretical issues such as segmentation of international markets, life cycle, contingency and network approaches to international market entry choice, and market development and extension are addressed. Planning issues cover the strategic marketing processes involved, including international market research, and their application to regions and countries primarily in the Asia/Pacific region or Europe. Students are trained in the practical application of these theoretical and planning aspects through the development of an extensive international marketing plan.

Prerequisites: MIN421   Equivalents: AMX431, IBN421
Credit points: 12   Contact hours: 3   Campus: Gardens Point   Teaching period: 2011 SEM-1 and 2011 SEM-2

AMN442 MARKETING MANAGEMENT
The study of marketing, marketing systems and marketing management and planning within the contemporary structure of social, cultural, political, economic, business and organisational environment. Concepts are applied through the study and construction of a marketing plan, which involves market and sales analysis, target market strategies, tactical decision planning, and implementation and control. Marketing management concepts are applied to virtual and physical markets and attention is given to a range of skills in finance, human resources, information and other skills needed by marketing managers in these markets.

Prerequisites: MIN422   Equivalents: AMX442
Credit points: 12   Contact hours: 3 per week   Campus: Gardens Point and External   Teaching period: 2011 SEM-1 and 2011 SEM-2

AMN443 PRODUCT AND SERVICE INNOVATION
This unit examines the dynamics of innovation and development within the mix of core marketing activities of organisations. Once establishing the integral role innovation plays in organisations, the unit also reviews the key stages in the process of creating, developing and implementing new product and service concepts including product, service and market analysis, design, innovation, evaluation and testing of ideas, branding and packaging, market testing and investment analysis.

Prerequisites: MIN423   Equivalents: AMX443
Credit points: 12   Contact hours: 3 per week   Campus: Gardens Point   Teaching period: 2011 SEM-1

AMN444 SERVICES MARKETING
This unit introduces a framework for studying services and explores both strategic and operational issues including the design and delivery of services; the formulation of communication strategies; definition, measurement and implementation of customer focused marketing programs in service industries; the establishment and maintenance of relationships with customers.

Prerequisites: AMN442   Antirequisites: MIN424
Equivalents: AMX444
Credit points: 12   Contact hours: 3 per week   Campus: Gardens Point   Teaching period: 2011 SEM-1 and 2011 SEM-2

AMN445 STRATEGIC MARKETING MANAGEMENT
This is a capstone unit which aims to ensure students can manage the complete marketing function at a senior level within a corporation, and includes assessing the marketing function's performance with appropriate tools to diagnose, assess, track and evaluate performance and to modify processes to improve the function. Links between the marketing function and other functions of a business such as accounting, operations and human resources are drawn, so that the student would be in a position to move into top management if the opportunity arose.

Prerequisites: AMN442   Antirequisites: MIN425
Equivalents: AMX445
Credit points: 12   Contact hours: 3 per week   Campus: Gardens Point   Teaching period: 2011 SEM-1 and 2011 SEM-2

AMN447 CONTEMPORARY ISSUES IN MARKETING
This unit offers advanced study of topical issues and emerging trends in marketing practice as a result of new technologies, current events and their impact on local, national and international enterprises. In depth interaction with business and public policy leaders expands students research, reflection and strategic thinking abilities.

Prerequisites: MIN407   Equivalents: AMX447
Credit points: 12   Contact hours: 3 per week   Campus: Gardens Point   Teaching period: 2011 SEM-1

AMN460 CORPORATE AND INVESTOR RELATIONS
This unit reviews all aspects of the public relations function in communicating with corporate audiences. Specific focus is placed on how corporate entities meet both regulatory and promotional requirements in communicating with special interest groups including shareholders and employees. Suitable communication tools are examined for use in ongoing communication programs.

Prerequisites: CON409   Equivalents: AMX460
Credit points: 12   Contact hours: 3 per week   Campus: Gardens Point and External   Teaching period: 2011 SEM-2

AMN461 CORPORATE MEDIA STRATEGY AND TACTICS
This unit examines theories underpinning mass media and links these with the practice of public relations media tactics. Students analyse techniques and skills used in liaison with electronic media, print media, trade media and news media. Producing and evaluating communication materials such as news releases, features and media kits forms an important
part of this unit. Students develop strategic thinking through analysis of contemporary media case studies.

**Antirequisites:** CON424  
**Equivalents:** AMX461  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point and External  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

**AMN462 COMMUNITY CONSULTATION AND ENGAGEMENT**

This unit introduces students to key engagement strategies of community information, consultation and participation. The unit develops student understanding of the theoretical foundations of engagement strategies and provides the skills and knowledge for students to analyse community engagement needs and establish engagement programs. Ethical practice is a key organising framework for this unit.

**Equivalents:** AMX462  
**Credit points:** 12  
**Contact hours:** 3  
**Campus:** Gardens Point and External  
**Teaching period:** 2011 SEM-2

**AMN465 PUBLIC RELATIONS MANAGEMENT**

This unit provides learners with an overview of the theory and research that constitute the foundations of public relation practice. The unit provides a detailed inspection of communication processes necessary for the management of organisational relationships with the public. The unit focuses on such topics as issues management, organisational change, public opinion, and mass media effects in order to explore the foundations of contemporary public relations management.

**Antirequisites:** CON415  
**Equivalents:** AMX465  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point and External  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

**AMN467 PUBLIC RELATIONS CAMPAIGNS**

This unit provides a systematic exploration of the planning, management and evaluation of public relations campaigns and programs. The primary goal of the unit is to build a detailed understanding of existing theory and research that informs the development and evaluation of public relations campaigns. The unit focuses on key problem areas of campaign management including strategy, design and evaluation.

**Equivalents:** AMX467  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point and External  
**Teaching period:** 2011 SEM-2

**AMN468 ISSUES AND CRISIS MANAGEMENT**

This unit examines the strategic management of crisis communication including for organisations. A strategic planning approach will be covered including organisation analysis, issues identification, audience prioritisation, strategy formulation, tactical planning and implementation and evaluation. Pre-crisis issues in management will be addressed as well as proactive and defensive communication strategies during crisis. The unit will demonstrate the application of general communication tools to a specialised area.

**Antirequisites:** CON408  
**Equivalents:** AMX468  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1

**AYN411 AUDIT AND ASSURANCE**

Topics in this unit include: the audit environment; legal liability of auditors; professional ethics; the study and evaluation of audit planning and programming, evidence, internal control theory and review techniques; audit program applications; audit in CIS environment and evaluation of CIS controls; computer-assisted audit techniques; computer fraud; audit sampling techniques; audit reporting.

**Prerequisites:** AYN416  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

**AYN414 COST AND MANAGEMENT ACCOUNTING**

This unit introduces students to techniques that provide management at all levels with information for use in inventory valuation, planning, controlling and decision-making. The unit’s major focus is on product costing systems for manufacturing firms.

**Prerequisites:** AYN416 Can be enrolled in the same teaching period.  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

**AYN415 EXTERNAL REPORTING ISSUES**

**Prerequisites:** AYN417 and AYN418  
**Other requisites:** In addition to the prerequisite subjects, subject area coordinator approval is required.  
**Credit points:** 12  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-2

**AYN416 FINANCIAL ACCOUNTING 1**

This unit provides an introduction to financial accounting within the context of the accounting profession's conceptual framework, relevant accounting standards and the requirements of the Corporations Law. Topics include: the accounting cycle for both service and merchandising entities: the preparation of general purpose financial reports: cash management and control; non-current assets; the formation, operation, and financial reporting requirements for companies; and statement of cash flows.

**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

**AYN417 FINANCIAL ACCOUNTING 2**

This unit covers the preparation of consolidated financial statements; an overview of the statutory requirements that dictate the format and content of published financial reports.
of companies; the requirements of the Corporations Act 2001 and the major disclosure orientated accounting standards; accounting for income tax; accounting for the acquisition of assets (including business entities); accounting for investments in associates; the termination of a company’s life and the accounting procedures necessitated by winding up/liquidation.

**Prerequisites:** AYN416  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2  

**AYN418 FINANCIAL ACCOUNTING 3**  
This unit introduces students to the concepts and theories that underlie financial reporting and disclosure practices. The regulatory environment and factors influencing accounting policy choices provide a framework for examining the financial effects and behavioural implications of applying different accounting methods to specific accounting issues. Particular emphasis is placed on both the application of specific accounting techniques/rules and the conceptual/theoretical issues associated with alternative accounting methods.

**Prerequisites:** AYN416  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2  

**AYN424 INTERNATIONAL ACCOUNTING**  
This unit is designed to provide students with an insight into, and an appreciation of, many of the accounting problems and issues faced in an international business environment. The unit examines issues including: accounting systems in the global environment; international patterns of accounting development including cultural influences on accounting; comparative international accounting systems and practices; the pressures for international accounting harmonisation and disclosure; international disclosure trends and financial analysis; global accounting issues into the twenty-first century.

**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2  

**AYN426 INTERNATIONAL CAPITAL MARKETS LAW AND REGULATION**  
**Prerequisites:** AYN410 or AYN456 or (GSN412 and GSN472)  
**Other requisites:** In addition to the prerequisite subjects, subject area coordinator approval is required.

**Credit points:** 12  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2  

**AYN433 RESEARCH TOPICS IN ACCOUNTING**  
This unit introduces Honours, Higher Degree Research and other Postgraduate students to a broad range of accounting literature. It is designed to explore various theories and research methodologies that are applied in accounting research through assigned weekly readings and assigned research tasks. The assigned readings include contemporary research in financial accounting, management accounting, auditing and corporate governance.

**Prerequisites:** AYN417 and AYN418  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1  

**AYN438 TAXATION LAW AND PRACTICE**  
This unit introduces students to the statutory framework of the Australian taxation system. Elements in the determination of taxable income and the levying of income tax are examined including general and specific categories of assessable income and allowable deductions, capital gains tax and administration aspects of the tax system. The taxation of fringe benefits is also examined. The unit concludes with a brief overview of the taxation of partnerships, trusts and companies and the goods and services tax. Emphasis is placed on developing students' skills in problem solving through research and analysis of taxation issues.

**Prerequisites:** AYN410 or AYN456  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2  

**AYN442 SUPERANNUATION AND WEALTH MANAGEMENT**  
The complex regulatory environment in which retirement income policies operate, gives rise to a need for accountants and other business professionals to have comprehensive knowledge and understanding of wealth management issues. This unit introduces students to personal wealth management, in particular, the Australian strategies. The knowledge and skills developed in this unit are essential for accounting professionals working in any areas of practice associated with the administration or auditing of superannuation funds, advising employers about superannuation, or providing individuals with financial planning services.

**Prerequisites:** AYN416 and EFN406 and AYN438.  
**AYN438** maybe studied in the same teaching period.  
**Other requisites:** In addition to the prerequisite subjects, subject area coordinator approval is required.  
**Credit points:** 12  
**Campus:** Gardens Point  

**AYN443 ELECTRONIC COMMERCE CYCLES**  
This unit examines the concepts, processes and issues relevant to computerised accounting systems including: accounting information systems; internal controls; design and development of computerised accounting systems including general ledger and reporting cycle, revenue cycle, expenditure cycle and payroll cycle; computer fraud, security and crime; accessing accounting information; and accounting in an electronic environment. Practical
application of these concepts is enhanced by the use of accounting software such as MYOB, spreadsheet software such as Excel, database software such as Access, and interactive multimedia software such as Accounting Information Systems Cycles.

**Prerequisites:** AYN416  
**Antirequisites:** AYN417, AYN402  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

**AYN453 FINANCIAL FORENSICS AND BUSINESS INTELLIGENCE**

As result of having to make increasing numbers of urgent, strategic, high-risk decisions, management need more than just information to assist them. This unit focuses on providing skills in forensic and business intelligence through the use of SAS technologies to examine large data resources to assist managerial decision making. Applications for financial forensics and business intelligence are emphasised.

**Prerequisites:** AYN443  
**Other requisites:** In addition to the prerequisite subjects, subject area coordinator approval is required.  
**Credit points:** 12  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

**AYN454 FORENSIC ACCOUNTING AND INVESTIGATION**

This unit provides students with a knowledge of critical factors that contribute to fraud and corporate failure, and forensic examination. Students develop an understanding of the risks of fraud and corporate failure occurring and an appreciation for the subsequent forensic review and litigation processes that may follow.

**Prerequisites:** AYN417 and AYN418  
**Other requisites:** In addition to the prerequisite subjects, subject area coordinator approval is required.  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

**AYN456 BUSINESS AND CORPORATIONS LAW**

This unit will introduce students to the Australian legal environment and develop students' knowledge and understanding of the basic principles of business law and the Australian corporations legislation. Students will be encouraged to develop their research and analytical skills relevant to contemporary business and corporate practice.

**Antirequisites:** AYN410 and AYN412  
**Credit points:** 12  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

**AYN460 ACCOUNTANCY WORK PLACEMENT**

This unit fosters learning through work related experience. Students will be given the opportunity to experience the work that is performed by accountants which will enable them to more effectively learn and practice accounting discipline knowledge and graduate capabilities. Admission to this unit is by application and subsequent approval by the unit coordinator.

For additional important information about this unit please refer to the current unit outline.

**Other requisites:** An application, interview and subsequent approval by the Unit Coordinator is required to enrol in this unit. In addition to completion of the following units: AYN417 & AYN418.  
**Credit points:** 12  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2

**AYN461 ACCOUNTANCY WORK INTEGRATED LEARNING**

This unit fosters learning through work related experience. Students will be given the opportunity to experience the work that is performed by accountants which will enable them to more effectively learn and practice accounting discipline knowledge and graduate capabilities. Admission to this unit is by application and subsequent approval by the unit coordinator.

**Other requisites:** An application (via a website), a short resume, an interview and subsequent approval by the Unit Coordinator is required to enrol. In addition, completion of the following units: AYN417 & AYN418  
**Credit points:** 24  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1

**AYN505 FINANCIAL ANALYSIS AND BUSINESS VALUATION**

This unit is about the analysis of financial information arising primarily from the financial reports of entities. Fundamental analysis techniques are examined in detail with particular emphasis on the application of these techniques in equity (share) valuation decisions. The unit comprises three related parts. Part one outlines the four basic steps in the fundamental analysis framework; business analysis, accounting analysis, financial analysis and prospective analysis. The next part combines these skills in addressing the question of valuation, while the final section of the unit applies the skills in several different contexts, such as credit analysis, security analysis, mergers and acquisitions and financial policy decisions.

**Prerequisites:** AYN417 and AYN418 and EFN406  
**Other requisites:** In addition to the prerequisite subjects, subject area coordinator approval is required.  
**Credit points:** 12  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1

**AYN506 STRATEGIC MANAGEMENT ACCOUNTING**

Strategic Management Accounting develops a theory of organisations that provides an understanding of the information requirements of management to facilitate strategic planning, decision-making and control. This unit prepares students for a world of unstructured problem-
solving and develops skills in managerial decision-making by the use of current research articles to ascertain how managers can design organisations to motivate individuals to make choices that increase firm value. Topics include: the management of control systems; performance evaluation and compensation incentives; transfer pricing. New management accounting practices, activity-based costing, the balanced scorecard, and economic value added, are evaluated using the latest research. **Prerequisites:** AYN414 and AYN417  **Other requisites:** In addition to the prerequisite subjects, subject area coordinator approval is required.  **Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-2

### AYN507 GOVERNANCE ISSUES IN ACCOUNTING

This unit adopts an accounting perspective to examine issues relating to sound corporate governance, accountability and transparency. Topics covered include the following: the role of the board of directors and board committees; internal control and risk management; audit committees, internal and external audit; duties of directors and management; codes of conduct and ethics; compensation issues; conflict of interest and insider trading. **Prerequisites:** AYN417 and AYN418  **Other requisites:** In addition to the prerequisite subjects, subject area coordinator approval is required.  **Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1

### AYN520 INTEGRATED ISSUES IN PROFESSIONAL PRACTICE

The Accountancy profession has repeatedly stressed the need for accounting university graduates to be 'work ready' and able to deal with and solve unstructured, multi-disciplined problems. This unit is a deliberate attempt to address this concern for students who enter the accounting profession through the Master of Business (Professional Accounting) - Advanced course and enables students in the Master of Business (Accounting) courses to further develop their team work, research and problem-solving skills. The unit simulates issues faced by a professional advisor/consultant by presenting students with simulated real world problems. The 'real world' focus of the unit ties strategically into QUT's charter and provides our students with a potential advantage in seeking employment. **Prerequisites:** AYN417 and AYN418  **Antirequisites:** AYB339  **Credit points:** 12  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1 and 2011 SEM-2

### BSN404 PROJECT 1

This unit is designed to permit the student to undertake a research project, subject to the approval of the Course Coordinator.  **Antirequisites:** MKN101, MKN102, MKN103  **Credit points:** 12  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1, 2011 SEM-2 and 2011 SUM

### EFN405 MANAGERIAL ECONOMICS

This unit addresses the following topics: managerial decision making in an economic environment; an introduction to economics, demand analysis, cost analysis, market strategy and the macroeconomic environment; issues including problems of resource allocation at the firm, in industry and in the economy. **Antirequisites:** GSN203, GSN411, GSN414, GSN491, GSN492 and GSZ491  **Equivalents:** EFX405  **Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1 and 2011 SEM-2

### EFN406 MANAGERIAL FINANCE

This unit is an introduction to the world of finance and financial management. Topics include: the finance function, the role of the financial manager; the Australian financial environment; sources of funds; present and future value; time value of money; financial mathematics; introduction to valuation; cost of funds; the firm investment decision; investment evaluation techniques; capital budgeting; portfolio theory; risk and return; capital asset pricing model; dividend policy; financial structure policy; futures; options. **Antirequisites:** GSN413, GSN423, GSZ413  **Equivalents:** EFX406  **Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1, 2011 SEM-2 and 2011 SUM

### EFN410 ECONOMIC AND FINANCIAL MODELLING

This unit introduces students to the modelling techniques which are frequently used in a business and financial environment. Modelling is used as an aid to decision-making, as a means of forecasting important variables and as a planning and analysis tool. Various modelling exercises are used to illustrate the use of these modelling techniques in an economic and financial context. **Prerequisites:** EFN412  **Antirequisites:** AYN419, EFN503  **Equivalents:** EFX410  **Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1, 2011 SEM-2 and 2011 SUM

### EFN412 ADVANCED MANAGERIAL FINANCE

This unit expands on material introduced and developed in EFN406 Managerial Finance. Its objective is to examine the key decisions made by corporate financial managers (that is the investment, financing and dividend decisions). Topics include: the financing decision, capital structure, debt versus equity, lease versus debt, term structure versus default structure of interest rates; the dividend decision; dividends versus capital gains, franched versus unfranched income; firm valuation, free cash flow model; evaluation of takeovers; Risk and Return, diversification, the CAPM...
model, its practical application and its relationship to efficient market hypothesis; forwards, futures, options, warrants, convertibles and risk management using financial derivatives.

Prerequisites: EFN406 Credit points: 12 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2011 SEM-1 and 2011 SEM-2

EFN414 INTERNATIONAL FINANCE
This unit introduces the theory and practice of international finance, the relationship between domestic and international financial markets, international parity conditions and arbitrage, foreign exchange risk management, country and political risk management, international trade finance, international portfolio investment, multinational cost of capital and capital structure, international capital budgeting and foreign direct investment.

Prerequisites: EFN406 Antirequisites: EFN417 Equivalents: EFX414 Credit points: 12 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2011 SEM-2

EFN415 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
This unit deals with security analysis and portfolio management. The unit is both practical and theoretical. Topics covered include: portfolio theory and the capital asset pricing model; bond and equity portfolio management; fundamental valuation techniques; portfolio hedging; active vs. passive investment strategies; and the evaluation of portfolio performance. The ultimate purpose of this unit is to provide the necessary tools for students to manage investment risk and return, select mispriced securities, design and administer investment portfolios, accomplish goals in portfolio management, and measure the performance of investment management.

Prerequisites: EFN406 Credit points: 12 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2011 SEM-1 and 2011 SEM-2

EFN416 TREASURY AND PORTFOLIO MANAGEMENT
This unit introduces the student to the treasury environment in which financial institutions operate. The key to the unit is the raising of funds and the management of interest rate risk. This unique hands-on unit allows students to develop these skills by trading in a simulated environment of international economic uncertainty. Students have trading parameters within which they should operate and decisions must be made concerning source of funds, term and duration, interest rate re-set, and risk management with derivatives. Trading will be conducted over a simulated four quarter year.

Prerequisites: EFN406 Credit points: 12 Contact hours: 3 per week Campus: Gardens Point Teaching period: 2011 SEM-1 and 2011 SEM-2

EFN421 FINANCIAL PLANNING AND STRATEGIES
This unit aims to give students a solid grounding in the world of Financial Planning and Superannuation. This will involve gaining knowledge of financial markets and instruments as well as the appropriate regulatory framework.

Credit points: 12 Contact hours: 3 Campus: Gardens Point Teaching period: 2011 SEM-1 and 2011 SEM-2

EFN422 ECONOMICS AND DATA ANALYSIS
Antirequisites: EBF101, EFN405, EFN419, GSN403, GSN411, GSN491 Credit points: 12 Campus: Gardens Point Teaching period: 2011 SEM-1 and 2011 SEM-2

EFN424 EQUITY TRADING FLOOR
The aim of the unit is to help students move away from the dualistic black and white way of thinking, towards being able to see issues from a range of viewpoints and perspectives, thereby enhancing their critical and technical ability.

Additionally, the unit aims to help improve the student research ability through the delivery of a large scale academic style portfolio that reflects their transition from theory to strategy and trading and reflection.

The unit is NOT designed to be taken as a traditional book learned class. Reading and knowledge is gained from many sources including case studies, books, journals and newspapers.

Antirequisites: EBF224 Credit points: 12 Campus: Gardens Point Teaching period: 2011 SEM-2

EFN501 CORPORATE AND COMMERCIAL LENDING
This unit covers the theory and practice of lending by commercial banks to firms. Topics include the nature of financial intermediation, basic loan structure, costs of lending, lender’s compensation, and loan terms and conditions.

Prerequisites: EFN412 Credit points: 12 Campus: Gardens Point Teaching period: 2011 SEM-1

EFN505 FINANCIAL RISK MANAGEMENT
The unit covers the main areas of modern risk management. The focus is on measuring and managing risks in financial institutions. Particular attention is paid to developing understanding of the analytical techniques employed in the construction of hedging strategies and the interrelationships between the main areas of risk management. The unit emphasises empirical applications and assessment of risk management techniques. Topics covered include the current state of prudential regulation of financial institutions,
measurement and management of market risks, hedging strategies with derivatives and managing interest rate and exchange rate risks.

Prerequisites: EFN415  Equivalents: EFX505  Credit points: 12  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 SEM-1 and 2011 SEM-2

GSN407 ADVANCED CAPITAL BUDGETING
Topics in this unit include: capital investment analysis, the NPV rule, adjusted present value, replacement decisions, retirement decisions, unequal lives, optimal life, cost of capital, estimating beta, capital rationing, valuation of new issues, mergers and takeovers, analysis of financial and leverage leases, the impact of recent taxation changes on the financing, dividend and investment decisions of the firm, capital budgeting in an international context, access or infrastructure pricing, and real options. The course includes a series of case studies, problems and exercises, which require the student to apply the theory they have learned, to practical situations not covered in normal undergraduate courses. A basic understanding of spreadsheets is assumed.
Prerequisites: EFN406 and EFN412  Credit points: 12  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 SEM-2

GSN401 MANAGING IN THE GLOBAL BUSINESS ENVIRONMENT
Competence in managing is the key to success for any organisation and for any person within that organisation. The knowledge and ability to manage within the global business environment are crucial requirements for today's and tomorrow's managers. This unit introduces the planning, leading, organising and controlling functions of management to elucidate current trends in management practice in the global environment.
Antirequisites: GSN204, MGN409  Equivalents: GSZ401  Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 6TP2 and 2011 6TP4

GSN403 UNDERSTANDING DATA
This unit is designed to provide students with a clear understanding of different types of data and techniques to present and analyse real world problems relevant to business and managers. Students are introduced to various techniques of organising, presenting and analysing economic and business data. Topics include probability theory, descriptive and inferential statistics.
Antirequisites: EFN409  Equivalents: GSZ403  Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 6TP1, 2011 6TP3 and 2011 6TP5

GSN404 FINANCIAL STATEMENTS ANALYSIS
This unit introduces students to basic accounting concepts and financial statements, and then explores methods of analysing them to give an informed understanding of the financial well being of the entity. Throughout, it takes the perspective of the user of financial statements, and in this role, explores the information in financial statements and how the three basic accounting statements are linked, and interdependent. The course guides students through the process of analysing financial statements, how to interpret findings and how to understand what the analysis and other contextual data tell them about the business.
Antirequisites: GSN202  Equivalents: GSZ404  Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 5TP1, 2011 6TP2 and 2011 6TP4

GSN405 STRATEGIC MANAGEMENT
Strategy is the process of determining goals and moving towards the achievement of those goals in a business, government, or not-for-profit setting. This unit introduces the concept of strategy and explores the basic tenets of the strategy process, competitive advantage, and strategic management in a changing global environment. It lays in the foundations for students in terms of understanding contemporary thinking in the strategy field. The learning process is enhanced by practical real-time examples of strategy in action utilising the case study method of learning.
Antirequisites: GSZ602  Equivalents: GSZ405  Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 6TP1, 2011 6TP3 and 2011 6TP5

GSN406 HUMAN RESOURCE MANAGEMENT ISSUES
This unit examines the challenges faced by managers in achieving effective human resource management in the contemporary business environment. An issues-based approach is adopted to focus attention on the need for the individual managers to complement their technical expertise with knowledge and skills in people management. Specific attention is given to the human resource management implications arising from the global business environment and the changing nature of organisations.
Equivalents: GSZ406  Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 6TP1, 2011 6TP2 and 2011 6TP5

GSN407 BUSINESS COMMUNICATION
Business Communication is an introductory unit that promotes effective written and spoken communication skills in a range of situations encountered by managers. Students will better understand the principles of effective written and spoken communication by exploring communication theory.
and undertaking several practical exercises and tasks.

Antirequisites: CON404, GSZ603  
Equivalents: GSZ407

Credit points: 6  
Contact hours: 3 per week  
Campus: Gardens Point  
Teaching period: 2011 6TP2, 2011 6TP4 and 2011 6TP6

GSN408 FUNDAMENTALS OF MARKETING MANAGEMENT

This unit provides students with the opportunity to critically examine and evaluate the role of marketing and its contribution to the strategic processes of the modern firm operating in an increasingly competitive national and international environment. Key marketing decision areas are examined, including the marketing concept, the marketing mix, marketing information systems and marketing research, market segmentation, targeting and positioning, and the process of marketing planning, implementation and control. Students have the opportunity to consider the evolution of marketing philosophy, determinants of consumer and organisational behaviour and the influences of environmental forces on marketing decision-making within the firm.

Antirequisites: GSN206  
Equivalents: GSZ408

Credit points: 6  
Contact hours: 3 per week  
Campus: Gardens Point  
Teaching period: 2011 6TP1 and 2011 6TP5

GSN409 ORGANISATIONAL BEHAVIOUR 1

Organisational Behaviour 1 is an introductory unit which analyses human behaviour at work with a focus on issues of personality, motivation, group interaction, occupational stress, and health and organisational change. The unit examines issues related to aspects of the working environment and to the relationship between managerial strategies, organisational structures and their effects on performance, health and autonomy.

Antirequisites: MGN412  
Equivalents: GSZ409

Credit points: 6  
Contact hours: 3 per week  
Campus: Gardens Point  
Teaching period: 2011 6TP3 and 2011 6TP5

GSN410 ENTREPRENEURSHIP

This unit introduces the student to the field of entrepreneurship and the management of innovation. Entrepreneurial behaviour can take place within existing organisations (as intrapreneurship) or by starting a new business venture that is created to exploit a new technology or to introduce a new product, service, or business process. Topics include entrepreneurial attitudes, abilities and behaviours and culture; opportunity recognition and the development of new venture ideas; viability screening for initial and sustainable competitive advantage; risk recognition and mitigation; intellectual property protection; and developing the business model for a new enterprise.

Antirequisites: GSN300  
Equivalents: GSZ410

Credit points: 6  
Contact hours: 3 per week  
Campus: Gardens Point  
Teaching period: 2011 6TP2, 2011 6TP4 and 2011 6TP6

GSN412 BUSINESS LAW 1

This unit provides managers with an overview of basic legal principles, which form the foundation of the laws of commercial transactions from the perspective of, and with particular relevance, to managers. Students will learn key elements of the rules governing business dealings by the interaction of the laws of contract, agency and franchising, property law, securities and bailment, company law and consumer law. The unit also introduces students to the Australian legal and statutory structure and provides an overview of the legal nature of business entities.

Antirequisites: AYN410, EFN413  
Equivalents: GSZ412

Credit points: 6  
Contact hours: 3 per week  
Campus: Gardens Point  
Teaching period: 2011 5TP1, 2011 6TP2 and 2011 6TP6

GSN413 FINANCIAL MANAGEMENT 1

This unit introduces the student to the international financial environment in which business operates. The three major lessons in finance (time value, diversification and arbitrage) are introduced. Topics include time value of money, valuation, sources of funds, behaviour of firms and financial markets, introduction to investment evaluation, diversification, risk and return, and cost of capital.

Prerequisites: GSN403  
Antirequisites: EFN406  
Equivalents: GSZ413

Credit points: 6  
Contact hours: 3 per week  
Campus: Gardens Point  
Teaching period: 2011 6TP2 and 2011 6TP4

GSN415 UNDERSTANDING LEADERSHIP

Leadership is the process of persuasion or example by which an individual influences others to pursue identified goals. The skills of leadership can be identified and learned. This unit explores the attributes, roles and tasks of leaders in contemporary business situations and the issues that impact on leadership, such as leader-follower interaction, ethics, leadership characteristics and leadership development. This unit culminates in the development of leadership profiles of contemporary leaders with an exploration of their characteristics and how their leadership roles are exercised.

Equivalents: GSZ415  
Credit points: 6  
Contact hours: 3 per week  
Campus: Gardens Point  
Teaching period: 2011 6TP3

GSN416 BUSINESS PLANS 1

This unit offers students the opportunity to write a formal business plan for a new business venture or offshoot of an existing venture. As business planning is an intensive viability screening exercise in which the business planners must consider all strategic alternatives, students are
required to choose a preferred 'business model' and analyse whether or not the proposed new venture appears to be viable. The business plan is a document that communicates this viability to an investor or other potential stakeholders in the new business and the structure and content of the business plan is crafted according to its intended role in a multi-stage communication process with the target reader.

**Prerequisites:** GSN405, GSN410, and 84 credit points of MBA units (GSN% units)  
**Equivalents:** GSN496  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 6TP1, 2011 6TP3 and 2011 6TP5

**GSN473 CORPORATE GOVERNANCE AND ACCOUNTABILITY**

Boards of directors and managers of organisations are now legally as well as morally accountable for policies, processes, and outcomes to an increasingly vocal set of stakeholders. Many of these accountabilities are not new, although until recently they may not have been monitored rigorously or at all. Recent high-profile corporate collapses and the widespread impact of the costs of these failures have resulted in greater regulation supplanting the former self-regulation practices. GSN473 examines the roles of the board and management in implementing and monitoring a sound corporate culture, proactively identifying and dealing with risk, and safeguarding the company's assets and its place in our society and economy.

**Prerequisites:** GSN404, GSN412, and 84 credit points of MBA units (GSN% units)  
**Equivalents:** GSN473  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 6TP1, 2011 6TP4, 2011 6TP5 and 2011 6TP6

**GSN481 PHILANTHROPIC AND NONPROFIT FRAMEWORKS OF GOVERNANCE**

The unit explores contemporary understandings of philanthropic and nonprofit governance in the context of social, economic and political systems. It locates these understandings in various theoretical and descriptive frameworks providing students with both the knowledge and analytical skills that are necessary to reflect critically on philanthropy and nonprofit governance systems and their environments.

**Antirequisites:** GSN472, GSN229  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 6TP2

**GSN483 ETHICS FOR PHILANTHROPIC AND NONPROFIT ORGANISATIONS**

This course introduces students to ethical theories and constructs with a focus on producing effective personal and professional resolutions to those ethical dilemmas specifically associated with Philanthropic and NonProfit (PANFP) organisations. The unit recognises the distinctive mission and character of PANFP organisations, while seeking to provide an understanding of integrity and response-ability.

**Antirequisites:** AMN480, GSN230  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 6TP3

**GSN484 MANAGEMENT FOR PHILANTHROPIC AND NONPROFIT ORGANISATIONS**

In the context of the multiple management challenges facing non-profit and philanthropic entities, this unit provides students with an introduction to contemporary thinking and practice in the effective and efficient management of organisations. While the focus is on non-profit management, wider management and organisational theory will be drawn on in order that proactive responses to situations, problems and dilemmas facing non-profit organisations can be developed by students.

**Antirequisites:** AMN480, GSN230  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 6TP2

**GSN485 LEGAL ISSUES FOR PHILANTHROPIC AND NONPROFIT ORGANISATIONS**

The unit introduces students to critical issues of philanthropic and nonprofit law and taxation. The unit examines the regulatory, taxation and governance framework of nonprofit organisations and philanthropic transactions in Australian Federal and State jurisdictions.

**Antirequisites:** GSN231  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 6TP4

**GSN486 ACCOUNTING AND FINANCE ISSUES FOR PHILANTHROPIC & NONPROFIT ORGANISATIONS**

This unit introduces students to an overview of financial reporting. The unit begins with an overview of the purpose of financial reports. The unit then explores the legal or regulatory, social and ethical frameworks that govern the reporting and the use of financial information. The unit then focuses on the preparation of consolidated financial statements. The unit examines the role of financial statements in providing information to users of financial information.

**Antirequisites:** GSN231  
**Credit points:** 6  
**Contact hours:** 3 per week  
**Campus:** Gardens Point  
**Teaching period:** 2011 6TP5

**GSN487 INTRODUCTION TO SOCIAL ENTERPRISE**

The nonprofit sector continues to mature and expand with the establishment of more sophisticated social enterprise programs. With significant reductions in the traditional sources of revenue, increasingly sophisticated competition and dramatic changes in expectations from clients and stakeholder groups, the need for effective strategy and implementation has grown. The unit offers a background to...
social enterprise and associated issues.  
**Antirequisites:** AMN482  Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 6TP3

**GSN488 FUNDRAISING DEVELOPMENT PRINCIPLES**  
This unit considers the broad factors that influence fundraising/development success. It applies theories of marketing, public relations and management to fundraising and development and builds an understanding of the philanthropic environment. It re-examines the principles of fundraising/development, institutional readiness, case statement preparation, leadership, constituencies and research to build understanding of the context in which good development practice occurs.  
**Antirequisites:** GSN232, MIN409, AMN481  Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 6TP4

**GSN489 FUNDRAISING DEVELOPMENT TECHNIQUES**  
This unit builds on GSN488 to delve into particular techniques of resource mobilisation in nonprofit organisations. It considers a range of income generation vehicles and techniques including capital and major gifts, special events, bequests, direct mail, telemarketing, e-fundraising, gift clubs and the art of building donor relationships. It also examines professional evaluation of fundraising programs.  
**Prerequisites:** GSN488  **Antirequisites:** GSN232, MIN409, AMN481  Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 6TP5

**GSN490 MANAGING TECHNOLOGICAL INNOVATION**  
The role of technological innovation is crucial for the effective performance of modern enterprises. This unit explores the concepts of innovation and provides a managerial understanding of the major types of contemporary information technologies. These are used to explore the way technological innovation integrates and supports a broad range of business functions and processes and can be used strategically to provide advantage to an enterprise.  
**Prerequisites:** GSN405, and 42 credit points of MBA units (GSN% units)  **Antirequisites:** GSN402  **Equivalents:** GSNZ490  Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 6TP3, 2011 6TP4 and 2011 6TP5

**GSN491 ECONOMICS IN BUSINESS 1**  
This unit is designed to show how economics provides a framework of analysis, and a powerful set of tools that can be used by managers to understand the market conditions affecting business performance. It examines the forces that influence production and pricing decisions in individual markets and how market forces interact to determine the level of macroeconomic activity. The course provides a self-contained treatment of the major themes in micro and macro economics. It also provides a solid foundation for further study of the subject.  
**Antirequisites:** EFN405, GSN411, GSN414  **Equivalents:** GSNZ491  Credit points: 6  Contact hours: 3 per week  Campus: Gardens Point  Teaching period: 2011 6TP2, 2011 6TP5 and 2011 6TP6

**GSN554 SOCIAL INNOVATION AND ENTREPRENEURSHIP**  
Social innovation and entrepreneurship are emergent concepts in the field of philanthropy and nonprofit management, and in partnerships between nonprofits and other sectors. The aim of this unit is to develop a student’s knowledge and skills to critically reflect on emerging trends in philanthropic and nonprofit practice, with a particular focus on social innovation and entrepreneurship.  
**Credit points:** 6  **Campus:** Gardens Point  **Teaching period:** 2011 6TP2

**GSN555 DEVELOPING SOCIAL VENTURES**  
Social ventures including social enterprises, social businesses and enterprising community initiatives are becoming increasingly popular mechanisms to: create social value in response to intractable social and environmental problems; generate new income streams for traditional nonprofits; and harness resources from across sectors to produce public benefits. This subject will hone students’ practical skills in assessing and designing social ventures with regard for their purpose, context and business structures.  
**Prerequisites:** GSN554  **Credit points:** 6  **Campus:** Gardens Point  **Teaching period:** 2011 6TP3

**GSN556 CONTEMPORARY ISSUES IN PHILANTHROPY**  
Trusts and foundations have the potential to be a force for the public good. This unit will examine the critical issues confronting those who wish to harness the resources, power and influence of such bodies to achieve their purposes and benefit the community.  
**Credit points:** 6  **Campus:** Gardens Point  **Teaching period:** 2011 6TP4

**GSN557 CREATIVE PHILANTHROPY**  
This unit analyses and evaluates new philanthropic trends and introduces students to critical reflection of such notions. Students will gain the skills to undertake a broad review of philanthropic developments.  
**Prerequisites:** GSN556  **Credit points:** 6  **Campus:** Gardens Point  **Teaching period:** 2011 6TP5

**KIP424 ADVERTISING CREATIVE: INTRODUCTION**
This unit provides an introduction to the creative side of advertising, involving the analysis of advertising creative content, the development of creative strategies, creative concepts, and the crafting of persuasive ideas. The unit is the foundation for further work in creative advertising, and provides you with a thorough grounding in creative advertising history, industry practices, strategies and concept development.

**Equivalents:** KCP404, KCP360  **Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Kelvin Grove

### KIP426 ADVERTISING CREATIVE: COPYWRITING AND ART DIRECTION

Copywriting and art direction are fundamental to creative advertising practice. Both tasks exist at the front end of advertising: copywriters and art directors help to bring advertising campaigns to life through creative concept development, writing, and liaising with both clients and artists. This unit builds on the introductory creative advertising units. It examines contemporary advertising theory and practice and develops practical skills in writing and art directing. Case studies examine a wide range of advertising campaigns, including campaigns to sell products, corporate reputations, and not-for-profit organisations.  

**Prerequisites:** KIP424, KCP404, or KCP360 (can be enrolled in the same teaching period)  
**Equivalents:** KCP406, KCP362  **Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Kelvin Grove

### LWS075 INTERNATIONAL BUSINESS AND LAW

This unit on international trade law addresses the broad range of legal problems that arise in the formation and operation of commercial transactions of an international nature. An understanding of the law and practice regarding international commercial transactions is a basic prerequisite for the development of Australian export activity, such activity being generally recognised as crucial to Australia's economic well-being. The importance of international trade law as a subject of legal study is attested to by the ever increasing number of courses offered on it at the postgraduate level in Australian Law Schools.  

**Credit points:** 12  **Contact hours:** 39 hrs  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1

### MGN421 STRATEGIC HRM

HRM is concerned with the relationship between people management strategies and organisational goals and objectives. This capstone unit provides HRM students with the opportunity to apply their learning to this relationship in a systematic way. It requires them to produce high quality HRM advice that provides direction for practicing line managers consistent with organisational goals and objectives. The learning strategies in the unit challenge students to identify contemporary issues of organisation and management and to interpret these using the paradigms of HRM.  

**Prerequisites:** MGN506 and 84cp of other MGN units  
**Credit points:** 12  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-1 and 2011 SEM-2

### MGN423 CONTEMPORARY STRATEGIC ANALYSIS

This unit focuses upon developing managers' understanding of the strategy concept and placing the fundamental elements of strategy in a framework for use in the decision making process. Taking the perspective that many managers make decisions that can have strategic implications, the emphasis is upon studying those issues that can affect the strategic positioning of the organisation. This involves creating an understanding of the universal building blocks of competitive advantage at the business, corporate and international levels. By understanding the nature and determinants of competitive and comparative advantages, students will be well positioned to take a more strategic perspective in their organisational activities.  

**Prerequisites:** BSN407 and MGN504  
**Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-2

### MGN431 STRATEGIC HUMAN RESOURCE DEVELOPMENT

Strategic HRD provides a theoretical and practical framework for planning and implementing HRD within today's organisations. It examines the critical theoretical approaches underpinning learning and skills development and relates these in a practical way to the HRD challenges faced by organisations. This unit also provides exposure to contemporary international HRD ideas and practices to develop an understanding of the contribution of HRD to the broader economic context.  

**Credit points:** 12  **Contact hours:** 3 per week  **Campus:** Gardens Point  **Teaching period:** 2011 SEM-2

### MGN433 MANAGING HIGH-PERFORMANCE ORGANISATIONS

Managing High-Performance Organisations is designed to provide a bridge between HRM-discipline specific and strategic/general management perspectives. The unit is therefore a centrepiece of the postgraduate discipline specific and strategic/general management perspectives. The unit serves the vital role of locating HRM in its broader organisational and general management context. It also aims to develop advanced level business knowledge and skill and develop conceptual frameworks for integration and high level impact of HRM with business success and performance.  

**Prerequisites:** MGN409  
**Credit points:** 12  
**Contact hours:** 3  
**Campus:** Gardens Point  
**Teaching period:** 2011 SEM-1 and 2011 SEM-2
MGN441 LEADERSHIP AND EXECUTIVE COACHING
One-to-one executive coaching has emerged as a popular and powerful intervention for improving the performance and satisfaction of individual executives. More recently, its use has been expanded into a variety of related organisational interventions. Human resource professionals are often responsible for making decisions about how coaching is used in organisations, particularly in relation to leadership development. This unit will equip students with expertise in understanding how leadership and executive coaching intersect in organisations. It will cover the theoretical foundations and models of evidence-based executive coaching, give opportunities to acquire and practice foundational coaching skills, as well as providing feedback for self-development.

Credit points: 12  
Campus: Gardens Point  
Teaching period: 2011 SEM-1

MGN442 SELF LEADERSHIP
In the contemporary business environment professionals are empowered to manage their own growth and development in order to facilitate meaningfulness in organisational life. The unit on Self-leadership is an elective in the HRM major and is delivered predominately in an 'online' mode to enable an 'anytime' and 'anywhere' approach to your self-development work. This approach invites you to take the necessary time to reflect and develop greater insight into your own thinking and behaviour.

Credit points: 12  
Campus: Gardens Point  
Teaching period: 2011 SEM-1, 2011 SEM-2 and 2011 SUM

MGN443 TALENT MANAGEMENT
Australia's growing skills shortage and the prospect of an ageing workforce threaten the sustainability, productivity and growth of many industry sectors. These pressures have made talent management a strategic priority for many organisations. At its heart, talent management is simply a matter of anticipating the need for human capital and then developing a plan to meet it. However, the adaptive capacity of traditional workforce planning methods appears inadequate for today's uncertain business environment. This unit examines talent management as an alternative to traditional HR planning practices. It focuses on developing both a theoretical framework to guide talent management initiatives and applied skills (e.g. identification of critical roles, workforce forecasting and analysis) required to develop a talent management plan.

Antirequisites: MGN429  
Credit points: 12  
Campus: Gardens Point  
Teaching period: 2011 SEM-1

MGN444 BUSINESS IN ASIA
The aim of this unit is to enable an intensive study of business and markets in Asia. The development of the major industries is examined, together with major intra-regional patterns of trade, commerce and finance.

Significant economic, political and social factors determining developments are focused on, as well as regulatory restraints governing market access. Students are required to undertake a project that requires the application of knowledge of the region to a business issue.

Antirequisites: MGN429

Credit points: 12  
Campus: Gardens Point  
Teaching period: 2011 SEM-1 and 2011 SEM-2

MGN445 BUSINESS IN EUROPE
This unit enables a more intensive study of business and markets in Europe. The development of the major industries will be examined, together with intra-regional patterns of trade, commerce and finance. A particular focus will be the development of a single European market and its international implications. Significant economic, political and social factors determining developments will be focussed upon, as well as regulatory restraints governing market access. The student will be required to undertake a project which requires the application of knowledge of the region to a business issue.

Antirequisites: MIN403  
Equivalents: IBN403, MGX444

Credit points: 12  
Campus: Gardens Point  
Teaching period: 2011 SEM-1 and 2011 SEM-2

MGN446 BUSINESS IN AUSTRALIA
This unit introduces students to the business environment in Australia. Students examine the geographical, historical, socio-cultural, political, regulatory, demographic, economic, legal, locational and other factors that have influenced, or still impinge upon, doing business in Australia in the current international environment. Learning activities include factory visits and industry analysis.

Antirequisites: MIN435  
Equivalents: IBN435, MGX446

Credit points: 12  
Campus: Gardens Point  
Teaching period: 2011 SEM-1, 2011 SEM-2 and 2011 SUM

MGN447 MANAGING IN A GLOBALISED ECONOMY
This core unit examines the forces of globalisation, the diversity of international environments and their impact on business functions at the operational level. It examines the processes and challenges of internationalising the business operation as firms strive to compete successfully in the global marketplaces. Areas of study include the growth of international business and globalisation, international business motives and forms, the nature and challenges of the diversity of environments, and managing and controlling business operations. An international business simulation game is used to facilitate the understanding of business as a system of integrated operations and environments.

Antirequisites: BSN408  
Equivalents: IBN408, MGX447

Credit points: 12  
Campus: Gardens Point  
Teaching period: 2011 SEM-1 and 2011 SEM-2
MGN448 NEGOTIATING ACROSS BORDERS
This unit develops students’ skills in negotiating intra- and inter-culturally. It provides students with a tool-box of negotiation skills and then explores the relationship between cultural value dimensions and negotiating behaviours. Students practise their negotiating skills with members of their own culture, in cross-cultural dyads and in multi-cultural teams to build confidence and capability in negotiating and influencing.

Antirequisites: GSN462  Equivalents: IBN409, MGX448
Credit points: 12  Campus: Gardens Point  Teaching period: 2011 SEM-1 and 2011 SEM-2

MGN505 CONSULTING AND CHANGE MANAGEMENT
This unit considers the origins, nature and effect of social change on individuals, organisations and communities. Theories and models of change are used to explore planned and unplanned changes currently occurring, particularly as these relate to possible futures. Emphasis is on the strategies and skills required to initiate and participate in effective change management.

Credit points: 12  Contact hours: Flexible Mode  Campus: Gardens Point  Teaching period: 2011 SEM-1

MGN506 CONTEMPORARY ISSUES IN HUMAN RESOURCE MANAGEMENT
The main objectives of this unit are to identify, analyse and report on contemporary issues in HRM and to research information relevant to identified topics. The content may vary according to which issues are current or predictably important in the future. Special expertise of staff, visiting scholars or distinguished HRM professionals may be utilised.

Credit points: 12  Contact hours: Flexible Mode  Campus: Gardens Point  Teaching period: 2011 SEM-1 and 2011 SEM-2

MGN509 HRM PROJECT 1
This unit provides the opportunity for students to undertake an approved project to develop and enhance learning associated with the coursework elements of human resource management.

Credit points: 12  Contact hours: Flexible Mode  Campus: Gardens Point  Teaching period: 2011 SEM-1, 2011 SEM-2 and 2011 SUM